



Flood Plain Permit Review Kaizen Report Out

“Flood Proofed”

September 21-25, 2009

The Opportunity

Team “Flood Proofed”

Doug Schindel



LEAN

State of Iowa
Continuous Improvement

Team Members

Doug Schindel

Team leader

Chris Van Gorp, DNR

Mike Rohlf, DOM

Consultant

Jim Scott, TBM

• Members

Lori McDaniel, DNR

Bill Cappuccio, DNR

Kelly Stone, DNR

Dave Allen, DNR

Jeff Simmons, DNR

Asia Azam, DNR

Karen Smith, DNR

Andy Jensen, DNR

Steve Seivert, DOT

Eric Thompson, MSA

Steve Moffitt, HGM Associates

Doug Schindel, AECOM

Brian Moore, Wapello County

Gary Siegwarth, DNR

Inga Foster, DNR

Beth Scrivner, DNR

Scott Wilson, DNR



Scope

Beth Scrivner

- This event will address Flood Plain projects from the time an inquiry or notification is made for a project until a permit is issued, denied, or until the applicant is notified that a permit is not required.

Goals

Lori McDaniel

1. Eliminate the backlog by January 1, 2010 (346 waiting for fp action, 159 waiting for applicant action)
2. 100% of applications are submitted complete and meet criteria
3. Issue all permits within three weeks of receipt of completed application

Objectives

Dave Allen

1. Improve quality and completeness of applications received
2. Better education of applicant on permit and river systems
3. Better education and coordination with local fp officials
4. Balancing workload among staff
5. Restore respect due to flood plain program
6. Improve communication between applications and the department
7. More efficient review of applicants (blocks of time)
8. Create a process that can adapt to changes in regulations
9. Management of the projects-reports and tracking
10. Each engineer review projects with the same criteria
11. Know when to permit and not permit



Kaizen Methodology

Inga Foster

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)
- 5S “mindset”--use the steps to support the event activities
 - Sort, Set in order, Shine, Standardize, Sustain



Current Process

Karen Smith



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Brainstorming

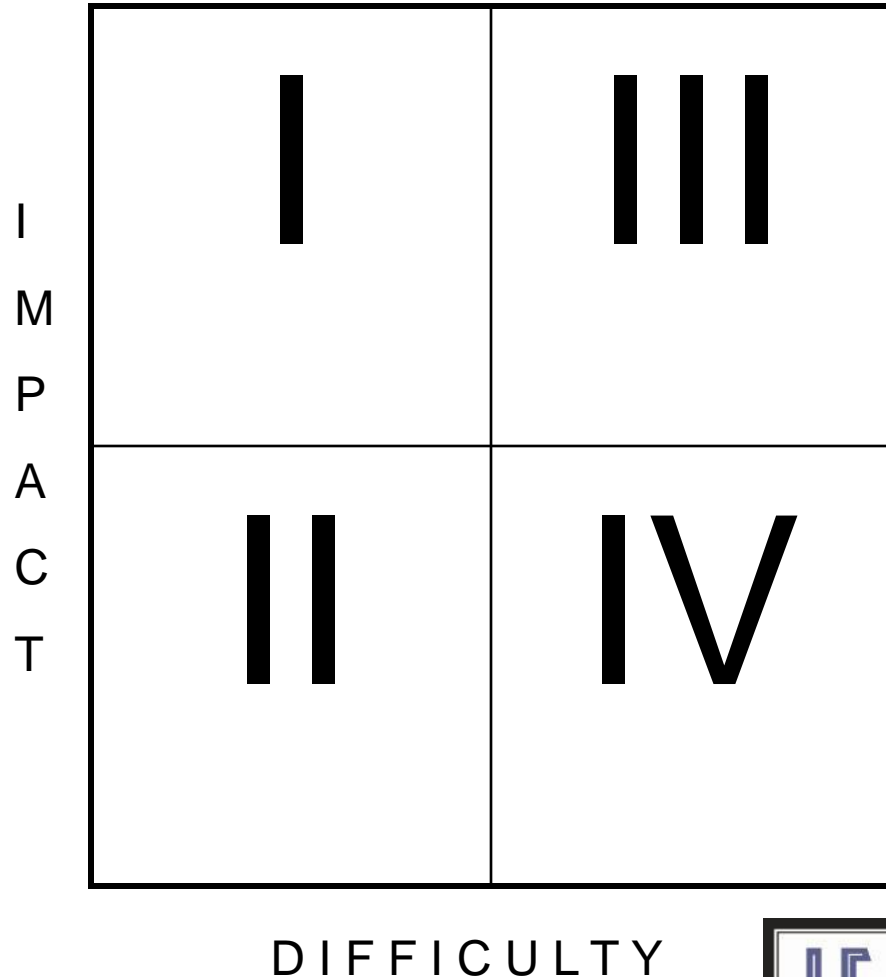
Asia Azam

- Improve Quality of Applications
- Improve reviewer efficiency
- Improve review process
- Backlog management

De-selection Process

Scott Wilson

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



New Process

Kelly Stone



Results

Steve Moffitt

	Current	New	% Change
Total Steps	66	34	-49%
Total Delays	9	5	-45%
Average Delay Time - Days	~3 yrs	103 days	-89%
Value Added Steps	4	6	+50%
Decisions	10	6	-40%
Loop Backs	5	3	-40%
Total Handoffs	26	17	-35%
Lead Time - Days	19	~15	-21%



Homework

Andy Jensen

Item	Item Description	Person Responsible	Due Date
1	Create letter templates for pending data request and incomplete applications in backlog	Flood plain program	Wk of Sept. 28
2	Complete updated checklists	Flood plain program	Wk of Sept. 28
3	Update pending data request letter including tracking number	Flood plain program	Wk of Sept. 28
4	Meet with Amy Oliver and legal to discuss records retention schedule	Kelly	Wk of Sept. 28
5	Draft general letter of change for public	Flood plain program	Wk of Sept. 28
6	Meet with Communications regarding a marketing plan	Lori	Oct. 2
7	Joint application Form wording for cover letter to COE	Flood plain program	Oct. 2



Homework

Steve Seivert

8	Begin backlog sort and assign to new FP staff	Kelly	Oct. 5
9	Begin new sov. Lands application distribution	Flood plain program	Oct. 5
10	Post new checklists on the web	Flood plain program	Oct. 5
11	All new FP review engineers on staff	Flood plain program	Oct. 5
12	Meet with Beth to discuss FP database	Flood plain program	Oct. 25
13	Meet with Rich, Pat, Wayne, Sharon, Diane, Chuck, Lori to discuss new process	Lori	Oct. 5
14	Meet with ACOE to discuss JAF redesign	Flood plain program	6/30/10



Team Member Experience

Brian Moore
Bill Cappuccio
Gary Siegwarth
Jeff Simmons

Comments

Jim Scott, TBM

**We welcome your
questions and comments!**

